

The Public Health Workforce Summit

# MODERNIZING THE WORKFORCE FOR THE PUBLIC'S HEALTH



## **SHIFTING** *the* **BALANCE**

**December 13-14, 2012**

Office of Surveillance, Epidemiology, and Laboratory Services  
Scientific Education and Professional Development Program Office



## **Acknowledgements**

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### **Subject Matter Experts on the Facilitation Teams**

Ed Baker, Kaye Bender, Ron Bialek, David Dyjack, Kathy Miner, Jim Pearsol, Hugh Tilson, and Karen White.

## Welcome to the Public Health Workforce Summit!

Welcome to the Public Health Workforce Summit, *Modernizing the Workforce for the Public's Health: Shifting the Balance*. We are excited to bring together partners from public health practice, academic associations, nonprofit associations, foundations, and HRSA, as well as CDC leaders. For the next 2 days, we will discuss strategies and prioritize the critical actions needed for strengthening the workforce and its ability to improve the public's health. Your active engagement will help ensure that the Summit is a success.

Over the past year and a half, we've engaged in conversations with our partners — many of whom are joining us for this Summit — about changes in public health and how those changes are affecting the workforce. Many of our partners have shared their recommendations for the role CDC should play during these changing times. We have heard clearly that CDC should lead and act as convener, not necessarily to do the work but to ensure that it gets done, through partnerships and collaborations across multiple constituencies. Moreover, CDC should engage all stakeholders, including those not traditionally regarded as being involved in public health, to bolster the reach and impact of our combined efforts. In response, CDC is committed to developing a National Public Health Workforce Strategy that:

- Includes a coordinated plan of action to leverage contributions of, and synergies among, multiple partners
- Focuses on identifying national priorities that can enhance state and local approaches
- Supports integration of the public health and health care systems
- Shifts the balance of workforce development from a focus primarily on individual workers to one that also targets systems-based approaches affecting the educational and employment systems

We hope you enjoy your interactions as we learn from one another and help advance our mutual goal of strengthening the workforce while improving the public's health. Thank you for joining us in this important endeavor!



Denise Koo, MD, MPH  
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Director, Scientific Education and Professional Development Program Office  
Office of Surveillance, Epidemiology and Laboratory Services, CDC

## ***The Public Health Workforce Summit***

### **Agenda**

Thursday, December 13, 2012

Atlanta Marriott Century Center

*All sessions, with the exception of breakouts, are located in the Centennial Ballroom;  
a handout will be provided with breakout room assignments.*

<b>Time</b>	<b>Session</b>	<b>Speakers</b>
7:30 am	Registration	
8:30 am	Welcome and Opening Remarks <b>The Workforce for the New Public Health: Taking Action</b>	Denise Koo Sarah Linde-Feucht Janet Heinrich
9:15 am	Plans for the Summit	David Altman
9:30 am	Break-out Sessions <b>First Steps Toward Modernizing the Workforce</b>	All
12:00 pm	Lunch	
1:00 pm	Keynote Session <b>Shifting the Balance: Reflecting on the IOM Reports and Public Health Realities</b>	Harvey Fineberg David Fleming
	Moderated Discussion	David Altman
2:30 pm	Break	
2:50 pm	<b>Sharing Successes: Innovations from the Field</b>	Lloyd Michener Louise Cohen Sonia Sarkar
3:50 pm	<b>Making Connections Across the Roadmap</b>	All
5:15 pm	Wrap-up	David Altman Denise Koo
5:30 pm	Adjourn	Denise Koo

## ***The Public Health Workforce Summit***

### **Agenda**

Friday, December 14, 2012

Atlanta Marriott Century Center

*All sessions, with the exception of breakouts, are located in the Centennial Ballroom;  
a handout will be provided with breakout room assignments.*

<b>Time</b>	<b>Session</b>	<b>Speakers</b>
8:15 am	Welcome, Reflection, and Plan for the Day	David Altman Denise Koo
9:00 am	<b>Health System Changes: Impact on the Workforce</b>	Anthony Rodgers Eduardo Sanchez Paula Staley
10:00 am	Moderated Panel Discussion	Guthrie Birkhead Kevin Barnett
10:30 am	Break	
10:45 am	Break-out Sessions <b>Identifying Opportunities</b>	All
12:00 pm	Working Lunch	
1:15 pm	Break	
1:30 pm	<b>Priorities for Achieving the Balance</b>	All
2:30 pm	Closing Remarks <b>Next Steps for Keeping the Momentum</b>	Denise Koo
3:00 pm	Adjourn	

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### **Speaker Biographies**

#### **Meeting Convener: Denise Koo, MD, MPH, CAPT, U.S. Public Health Service**



CAPT Denise Koo is the Director of CDC's Scientific Education and Professional Development Program Office (SEPDPO). This Program Office houses several key CDC training and workforce development programs with a total of over 300 trainees each year, including the Epidemic Intelligence Service, a Preventive Medicine Residency and Fellowship, Public Health Informatics Fellowship, Prevention Effectiveness Fellowship, electives and fellowships for medical and veterinary students, and the CDC lead for the Presidential Management Fellows Program. The Office oversees programs for people in all stages of learning (primary school--college), including health professionals considering public health careers. It conducts workforce research and training, and collaborates with academia, state and local health agencies, and professional organizations to address public health training and educational needs. SEPDPO also offers continuing education for the health workforce, as well as the award-winning CDC Learning

Connection. Dr. Koo graduated from Harvard University with a BA in Biochemical Sciences. After combining medical school at the University of California, San Francisco with an MPH in epidemiology at University of California, Berkeley, she completed a primary care internal medicine residency at the Brigham and Women's Hospital in Boston. Her previous positions at CDC include serving as Chief of the National Notifiable Diseases Surveillance System and Director of the Division of Public Health Surveillance and Informatics. Dr. Koo holds appointments as Adjunct Professor of Global Health and of Epidemiology, Rollins School of Public Health, Emory University and Visiting Professor, Department of Community and Family Medicine, Duke University Medical Center.

#### **Moderator: David Altman, PhD**



David Altman is Executive Vice President, Research, Innovation, and Product Development at the Center for Creative Leadership (CCL), a not-for-profit research and educational institution with headquarters in Greensboro, NC. He is also an Adjunct Professor in the Department of Public Health Education at the University of North Carolina, Greensboro and Adjunct Professor in the Department of Social Sciences and Health Policy at the Wake Forest University School of Medicine. Dr. Altman serves as co-director of the Robert Wood Johnson Foundation (RWJF) funded Executive Nurse Fellows program and the Ladder to Leadership: Building the Next Generation of Community Health Leaders program. Previously, he was Director of the RWJF Substance Abuse Policy Research Program. Prior to joining CCL in late 2003, Dr. Altman was a tenured Professor at Wake Forest University School of Medicine in the Department of Public Health Sciences with a joint appointment in the Department of Pediatrics. Prior to that, he was Senior Research Scientist at the Stanford Center for Research in Disease Prevention at Stanford University School of Medicine.

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### **Speaker Biographies**

#### **Keynote Speaker: Harvey Fineberg, MD, PhD**

Harvey Fineberg is President of the Institute of Medicine. He served as Provost of Harvard University from 1997 to 2001, following thirteen years as Dean of the Harvard School of Public Health. He has devoted most of his academic career to the fields of health policy and medical decision-making. His past research has focused on the process of policy development and implementation, assessment of medical technology, evaluation and use of vaccines, and dissemination of medical innovations. Dr. Fineberg helped found and served as president of the Society for Medical Decision Making and has been a consultant to the World Health Organization. At the Institute of Medicine, he has chaired and served on a number of panels dealing with health policy issues, ranging from AIDS to new medical technology. He also served as a member of the Public Health Council of Massachusetts (1976-1979), as chairman of the Health Care Technology Study Section of the National Center for Health Services Research (1982-1985), and as president of the Association of Schools of Public Health (1995-1996). Dr. Fineberg is co-author of the books *Clinical Decision Analysis*, *Innovators in Physician Education*, and *The Epidemic that Never Was*, an analysis of the controversial federal immunization program against swine flu in 1976. He has co-edited several books on such diverse topics as AIDS prevention, vaccine safety, and understanding risk in society. He also has authored numerous articles published in professional journals. Dr. Fineberg is the recipient of several honorary degrees and the Stephen Smith Medal for Distinguished Contributions in Public Health from the New York Academy of Medicine. He earned his bachelor's and doctoral degrees from Harvard University.



#### **Keynote Speaker: David Fleming, MD**

David Fleming is Director and Health Officer for Public Health - Seattle & King County, a large metropolitan health department serving a resident population of 1.9 million people. Programs and services range from core prevention activities to environmental health, community oriented primary care, emergency medical services, correctional health services, public health preparedness, and community-based public health assessment and practices. Prior to assuming this role, Dr. Fleming directed the Bill & Melinda Gates Foundation's Global Health Strategies Program. In this capacity, Dr. Fleming oversaw the Foundation's portfolios in vaccine-preventable diseases, nutrition, newborn and child health, leadership, emergency relief, and crosscutting strategies to improve access to health tools in developing countries. Dr. Fleming also has served as the Deputy Director of the Centers for Disease Control and Prevention and as the State Epidemiologist of Oregon. He has published on a wide range of public health issues, and has served on a number of boards, commissions, and committees. Dr. Fleming received his medical degree from the State University of New York Upstate Medical Center in Syracuse. He is board-certified in internal medicine and preventive medicine and serves on the faculty of the departments of public health at both the University of Washington and Oregon Health Sciences University.



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### **Speaker Biographies**

**Kevin Barnett, MD** – Kevin Barnett began his formal engagement in health workforce development issues as a member of the IOM committee that produced the 2004 report “In the Nation’s Compelling Interest: Ensuring Diversity in the Health Care Workforce.” He also served as a co-Principal Investigator on a study examining the role of teaching hospitals published in the parallel Sullivan Commission report entitled “Missing Persons: Minorities in Health Professions.” Since that time, he has served as co-investigator on national studies examining diversity-related accreditation standards, and co-directed a statewide health workforce diversity initiative funded by The California Endowment. He currently serves as the Co-Director of the California Health Workforce Alliance (CHWA), a statewide public-private partnership to support coordinated approaches to health workforce development. Among current CHWA initiatives is a statewide assessment of the roles and contributions of community health workers and promotores. Dr. Barnett serves on a number of advisory bodies, including the Advisory Board for the Kaiser Permanente Institute for Culturally Competent Care, the California State Health Workforce Development Council and the National Diversity Research Council.

**Guthrie Birkhead, MD, MPH** – Guthrie Birkhead is Deputy Commissioner and director of the Office of Public Health at the New York State Department of Health. He is also professor of epidemiology at the School of Public Health, University of Albany. He was a co-chair of the workgroup that developed the applied epidemiology competencies for epidemiologists working in governmental public health settings. Dr. Birkhead is a graduate of CDC’s Epidemic Intelligence Service and Preventive Medicine Residency programs. He is board certified in internal and preventive medicine. Dr. Birkhead received his undergraduate degree from Princeton University, medical degree from Yale University School of Medicine, and MPH from the John Hopkins University School of Hygiene and Public Health.

**Louise Cohen, MPH** – Louise Cohen is Vice President for Public Health Programs at Public Health Solutions, a New York City non-profit public health institute. Ms. Cohen currently directs multiple public health programs in the areas of nutrition, home visiting, child development, women’s reproductive health care, insurance and food benefit access, and tobacco control. From 2006-2011, she was Deputy Commissioner at the NYC Department of Health and Mental Hygiene (DOHMH) for Health Care Access and Improvement, overseeing major improvements in health, mental health and substance abuse services and outcomes for the 100,000 people incarcerated annually in NYC jails. She helped develop and implement NYC’s groundbreaking Primary Care Information Project, which has assisted over 2500 primary care providers to adopt and successfully use a prevention-oriented electronic health record, serving over 2.4 million patients. From 2004-2010, she directed the first comprehensive municipal health policy initiative, *Take Care New York*, which set ten priority areas, policy goals, indicators and targets for population health improvement in NYC by government, health care providers, the community, and individuals. Previously, Ms. Cohen was the DOHMH Chief of Staff, director of New York City’s childhood asthma program, directed a federally qualified health center, and created innovative primary care programs in Central America. She has an MPH from Hunter College. Ms. Cohen is a member of the Board of Directors of the Primary Care Development Corporation and the Brooklyn Health Information Exchange.

**Janet Heinrich, DrPH, RN** – Janet Heinrich is the Associate Administrator of the Bureau of Health Professions in the U.S. Department of Health and Human Services’ Health Resources and Services Administration (HRSA). The Bureau of Health Professions provides national leadership on the planning, development, and implementation of strategies and initiatives to expand and improve health professions education and training. Prior to joining HRSA, Dr. Heinrich served as Senior Policy Advisor at Health Policy R&D, a strategic consulting group, where she led projects on a wide variety of health policy issues for diverse clients that included global corporations and national not-for-profit organizations. During her tenure, Dr. Heinrich advised clients on projects that advanced health IT policy, improved quality measurement and reporting, targeted reductions in hospital-acquired infections, and resulted in Centers

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for Medicare and Medicaid Services (CMS) adoption of select performance measures for hospitals and physicians. Previously, Dr. Heinrich directed the public health team at the U.S. Government Accountability Office, where her work focused on providing support and oversight assistance to the Congress on bioterrorism, health workforce, vaccine supply and other public health issues. She also led the American Academy of Nursing, an organization of over 1,300 elected nurse leaders focused on expanding programs and the presence of nursing in the national research and health policy arena. Dr. Heinrich also served as Director of Extramural Programs and Deputy Director at NIH's National Center for Nursing Research. Dr. Heinrich holds a DrPH from the Yale University School of Medicine, an MPH from the Johns Hopkins University Bloomberg School of Public Health, and a BS in Nursing from the University Of Michigan School of Nursing.

**Sarah Linde-Feucht, MD, RADM, U.S. Public Health Service** – RADM Sarah Linde-Feucht is a Medical Officer in the Commissioned Corps of the U.S. Public Health Service. She currently serves as the Chief Public Health Officer for the Health Resources and Services Administration (HRSA). She previously served as a Senior Public Health and Clinical Advisor to the former Chief Public Health Officer and to the Associate Administrator of the Office of Regional Operations. Prior to HRSA, CAPT Linde-Feucht was the Deputy Director of the Office of Disease Prevention and Health Promotion in the Office of Public Health and Science at HHS. There, she helped oversee national disease prevention and health promotion activities including Healthy People, the Dietary Guidelines for Americans, and the Physical Activity Guidelines. Her previous assignments include the Food and Drug Administration (FDA) Office of Orphan Products Development, which helps in the development of drugs, biologics, and devices for rare diseases. She worked as the administrator for the Grants Program, which funds clinical research in rare diseases and the director of the Humanitarian Use Device designation program. Prior to her assignment with FDA, Dr. Linde-Feucht was assigned to the National Health Service Corps in HRSA and served as the Director of the Shenandoah Valley Family Health Center, a community health center in Inwood, WV. Dr. Linde-Feucht is board certified in Family Practice and is a graduate of the Uniformed Services University of the Health Sciences Medical School in Bethesda, MD.

**J. Lloyd Michener, MD** – J. Lloyd Michener is a professor and chair of the Department of Community and Family Medicine, and Director of the Duke Center for Community Research. He is a member of the board of the Association of Academic Medical Colleges, co-chair of the NIH's Community Engagement Steering Committee, a member of the CDC Foundation Working Group on Public Health and Medical Education, and director of the Duke/CDC program in primary care and public health of the American Austrian Foundation – Open Medical Institute. Dr. Michener was appointed to the NIH Council for Complementary and Alternative Medicine, and the Institute of Medicine Committee on Integrating Primary Care and Public Health. He was selected for membership on the newly formed National Academic Affiliations Advisory Council for the Department of Veterans Affairs, and is a member of the North Carolina Institute of Medicine. He has a long-standing interest in community health and prevention and in transforming health care delivery systems, with a focus on finding ways of making health care work better through teams, community engagement, and practice redesign. Dr. Michener graduated from Oberlin College in 1974 and from Harvard Medical School in 1978. He was a resident in family medicine at Duke from 1978-1981, receiving the national Mead Johnson Award in Family Medicine his senior year. He was a Kellogg Fellow in Family Medicine from 1981-1982, after which he joined the Duke faculty.

**Anthony D. Rodgers, MSPH** – Anthony Rodgers has over 30 years of healthcare executive management experience in public and private health plans, hospital systems, and county, state and federal health care agencies. Mr. Rodgers recently joined Health Management Associates (HMA) in November. HMA is a national consulting firm with federal, state, and local governments, health plans, and safety net providers among the firm's clients. Prior to joining HMA, he was appointed by the Secretary of Health and Human Services to the position of CMS Deputy Administrator and was responsible for the Center for Strategic Planning. The Center was responsible for CMS long range strategic and business operations planning, policy research and formulation, health system performance analysis, healthcare

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coverage research, and state innovation models. Mr. Rodgers also has held positions as the Agency Director of the Arizona Health Care Cost Containment System (AHCCCS), CEO of LA Care Health Plan; General Manager of WellPoint Health Networks, and Chief Executive of Maricopa Integrated Healthcare System. He also has been a member of numerous public commissions and boards of directors. Mr. Rodgers has a Master of Science in Public Health degree and BA degree in Economics and Political Science from UCLA. He has held visiting professor appointments at Arizona State University, the W.P Carey School of Business, and UCLA School of Public Health.

**Eduardo Sanchez, MD, MPH, FAAFP** – Eduardo Sanchez serves as Vice President and Chief Medical Officer for Blue Cross and Blue Shield of Texas (BCBSTX). Prior to joining BCBSTX, he was director of the Institute for Health Policy at The University of Texas (UT) School of Public Health, and he served as Commissioner of the Texas Department of State Health Services from 2004-2006 and the Texas Department of Health from 2001-2004. Dr. Sanchez chairs the Partnership for Prevention Board of Directors and, through June 2012, chaired the Advisory Committee to the Director of the Centers for Disease Control and Prevention. He serves on the American Diabetes Association National Prevention Committee and on the Institute of Medicine Standing Committee on Childhood Obesity. Dr. Sanchez is board-certified in family medicine and has an interest in public health. He received the American Academy of Family Physicians Public Health Award in 2005. More recently, he was named the recipient of the 2011 Texas Public Health Association James E. Peavy Memorial Award. Dr. Sanchez received an M.D. in 1988 from the UT Southwestern Medical School in Dallas. He holds an MPH from the UT School of Public Health, an MS in biomedical engineering from Duke University, and a BS in biomedical engineering and a BA in chemistry from Boston University.

**Sonia Sarkar** – Sonia Sarkar serves as Chief of Staff to the CEO of Health Leads, a national nonprofit that connects patients to the basic resources they need to be healthy. In her role, she oversees all of the CEO's internal and external initiatives and represents the organization externally. As an undergraduate at Johns Hopkins University, she co-founded and served as campus coordinator for Health Leads' Baltimore site, as well as a student member of the organization's national Board of Directors. Ms. Sarkar also co-developed the university's first undergraduate course on Urban Health and Advocacy and participated in efforts to expand Medicaid legislation in Maryland. A 2008 Truman Scholar and Member of the USA Today All-Academic Team, Ms. Sarkar has worked as a Mayoral Fellow with the Baltimore City Health Department, where she studied the effects of inadequate housing on health outcomes in urban neighborhoods. In 2009, she was named South Asian Americans Leading Together's South Asian ChangeMaker of the Year, and received a Rotary Cultural Ambassadorial Scholarship to conduct work with local paramedic teams in San Jose, Costa Rica. Ms. Sarkar is a BoardSource Judith O'Connor Emerging Nonprofit Leader, and served as a founding board member for the Boston Young Healthcare Professionals as well as the Healthworks Foundation Young Professionals Board. She holds degrees in public health and international studies from Johns Hopkins, and is a published poet.

**Paula Staley, MPA, RN** – Paula Staley is the acting director of the Office of Prevention through Healthcare in the Office of the Associate Director for Policy at CDC. She has considerable experience in multiple facets of the healthcare field. She has worked as a nurse clinician, in home health, a nurse consultant for a state Medicaid program, a Medicare Part B Hearing Officer, a case manager for health insurance plan and managed care organizations, and in local public health. In 2003, she came to CDC's National Center for Environmental Health, and moved to Office of the Associate Director for Policy in 2010. She holds undergraduate degrees in nursing and public health and a master's degree in Public Administration from the University of Louisville. In working with health insurance plans, she developed the first major care management program for GE Healthcare Preferred for members with chronic conditions. At CDC, she led the development of a Health Effectiveness Data and Information Set (HEDIS) measure for blood lead testing of young Medicaid population.

## **The Public Health Workforce Summit**

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## The Public Health Workforce Summit

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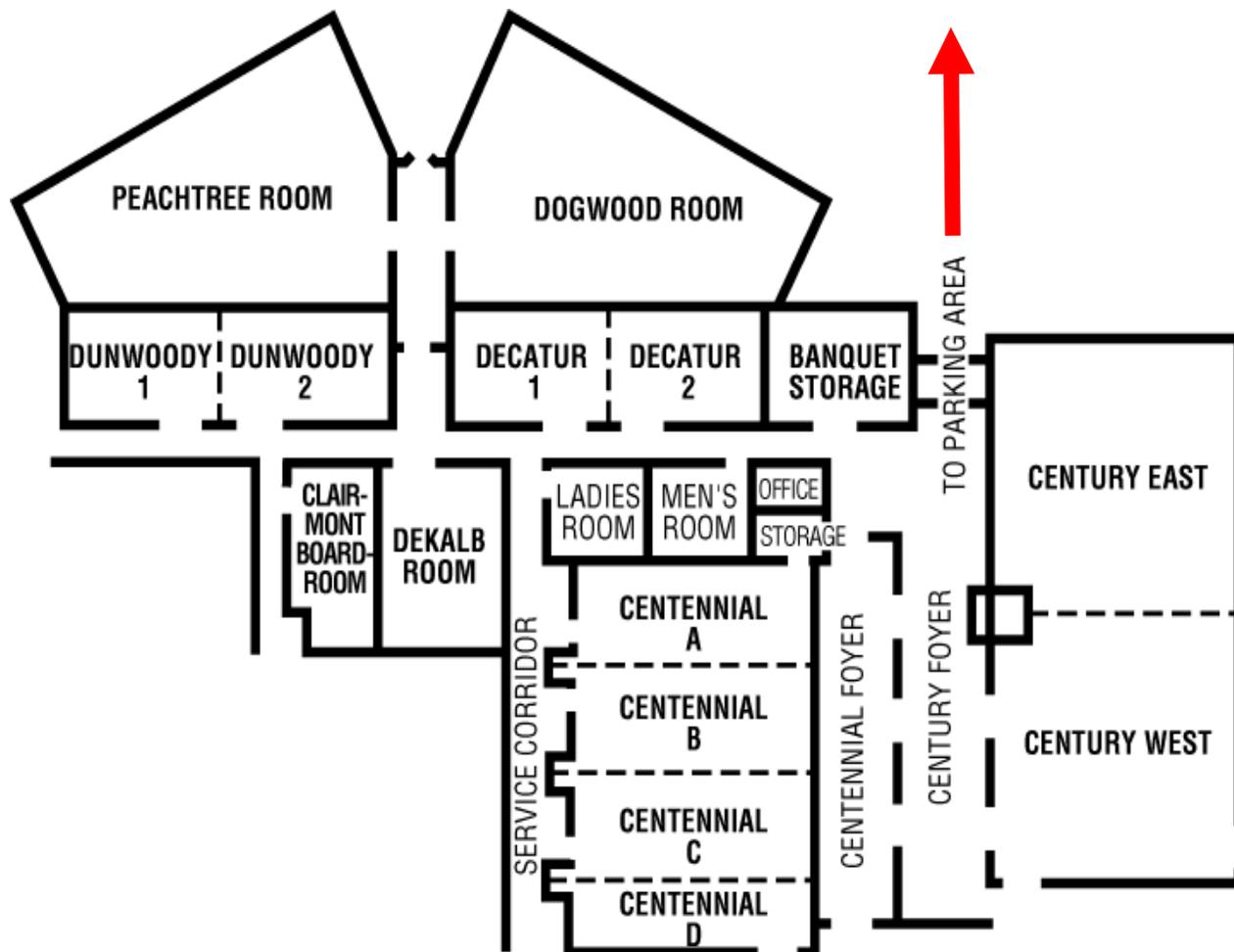
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**Atlanta Marriott Century Center Floor Plan and Evacuation Map**

In the event of an emergency/evacuation, please exit to the parking lot behind Century Ballroom.



**ADA Compliance**

The entire conference venue complies with the Americans with Disabilities Act (ADA) regulations.

*The Public Health Workforce Summit*

**Notes**



